SERO

Army Performance Improvement Criteria "APIC" Training Module 12

"Category 2 – Strategic Planning"
The Details of the Criteria

Category One: Leadership

SERO

- This week's TMT continues the details of APIC with Category Two – Strategic Planning, item number 2.1

- We encourage you to keep and consolidate these training modules for future reference.

Category Two: Strategic Planning

SERO

- The Strategic Planning Category examines *How* your organization develops *Strategic Objectives* and *Action Plans*. Also examined are *How* your chosen *Strategic Objectives* and *Actions Plans* are deployed and changed if circumstances require, and *How* progress is measured.

- The Strategic Planning Category is comprised of two “Key Performance Areas” that we refer to as KPAs.

  - 2.1 – Strategy Development

  - 2.2 – Strategy Deployment

Category Two: Strategic Planning

SERO

- 2.1 addresses: How do you develop your strategy?

- It asks us to describe how our organization establishes its strategy and strategic objectives, including How you address your strategic challenges. It also asks us to summarize the organization's key strategic objectives and their related goals.

- The Strategic Planning Category (2.1) has two sections (areas to address) that ask us a series of questions related to:
  - 2.1a. Strategy Development Process
    - 2.1b. Strategic Objectives

Category Two: Strategic Planning (2.1)

SERO

2.1a Strategic Development Process questions ask:

(1) How does your organization conduct its strategic planning? What are the *key process* steps? Who are the *key participants?* How does your *process* identify potential blind spots? What are your short-and longer-term planning time horizons? How are these time horizons set? How does your strategic planning *process* address these time horizons?

Category Two: Strategic Planning (2.1)

SERO

2.1a Strategic Development Process (continued):

(2) How do you ensure that strategic planning addresses the *key* factors listed below? How do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning *process:*

- *your organization's strengths, weaknesses, opportunities, and threats*
- *early indications of major shifts in technology, markets, competition, or the regulatory environment*
- *long-term organizational sustainability and continuity in emergencies*
- *your ability to execute the strategic plan*

Category Two: Strategic Planning (2.1)

SERO

2.1b Strategic Objectives questions ask:

(1) What are your *key strategic objectives* and your timetable for accomplishing them? What are your most important *goals* for these *strategic objectives?*

(2) How do your *strategic objectives* address the challenges identified in response to P.2 in your Organizational Profile? How do you ensure that your *strategic objectives* balance short-and longer-term challenges and opportunities? How do you ensure that your *strategic objectives* balance the needs of all *key stakeholders?*

Category Two: Strategic Planning

SERO

We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

More Information about the Army Performance Improvement Criteria and the
"APIC" website can be found at:

www.hqda.army.mil/leadingchange/